

# ModernThink

## Human Resources

### Review & Report Card Overview



West Virginia  
Higher Education  
Policy Commission



West Virginia Higher Education System  
Human Resources Review  
Spring – Fall 2012

*Prepared by:*  
Client Services  
ModernThink LLC  
4519 Weldin Road | Wilmington, DE 19803  
Phone: 888.684.4658 | Fax: 888.684.4659  
[www.modernthink.com](http://www.modernthink.com)

## Survey Background

The West Virginia Higher Education System contracted ModernThink to perform a Human Resources review in the spring of 2012. There were three main components of this review:

1. In-person interviews with CHROs
2. Document Review and Analysis
3. West Virginia Higher Education Institution Questionnaire (IQ)

A summary of all information gathered in the three ways listed above, along with benchmark information and recommendations is provided to each individual institution in PowerPoint format. In addition to the PowerPoint Summary and Recommendations document, each institution will receive the following:

- Institution-specific ScoreCard
- Institution-specific HR Metrics ScoreCard
- Graphical representation of the ScoreCard data
- Open Response Report
- Document Analysis

A description of each of the above reports is included below.

## Individual Institution-specific ScoreCard

One component of the HR Review consisted of an online survey completed by each of the system Chief Human Resources Officers. This online survey is referred to as the West Virginia Higher Education Institution Questionnaire (WV IQ).

The WV IQ is a review of policies and management practices executed through Human Resources. Consisting of approximately 450 questions, it captures important demographic data as well as details on a wide variety of topics including compensation, benefits, policies, practices, communication techniques, training and development, and much more. This information enables us to examine which benefits and programs are most effective, identify best practices and compile benchmark data based on different categorizations of the West Virginia Higher Education System members.

West Virginia Higher Education System CHROs had approximately 60 days to complete the IQ during the spring of 2012. The data collected from the WV IQ is presented in three formats. The first is the IQ ScoreCard. The IQ ScoreCard presents all the data collected from your individual institution, as well as a number of internal and external benchmarks that illustrate current trends in HR practices and policies.

Listed down the left side of the IQ ScoreCard are all yes/no, numeric input and multiple choice questions from the WV IQ. The first column of data represents the responses entered by your

individual institution. The next group of columns of data represent the Internal WV System Benchmarks. The data listed in these columns are either averages or combined data from groupings of the schools in the WV Higher Education System.

The Internal Benchmarks are made up as follows:

Benchmark Name	Made up of:
West Virginia System Overall	All 22 WV Higher Education Institutions
CTCS (2-Yr) Overall	All 10 WV two-year institutions
WVHEPC (4-Yr) Overall	All 10 WV four-year institutions
CTCS (2-Yr) Small	Bridgemont Community and Technical College, Eastern WV Community and Technical College, Kanawha Valley Community and Technical College, Mountwest Community and Technical College, Southern WV Community and Technical College
CTCS (2-Yr) Large	Blue Ridge Community and Technical College, New River Community and Technical College, Pierpont Community and Technical College, WV Northern Community College, WVU-Parkersburg
WVHEPC (4-Yr) Small	Bluefield State College, Glenville State College, West Liberty University, WV School of Osteopathic Medicine
WVHEPC (4-Yr) Medium	Concord University, Fairmont State University, Shepherd University, West Virginia State University
WVHEPC (4-Yr) Large	West Virginia University, Marshall University

**Note:** size is based on enrollment.

The three columns on the right side of the IQ ScoreCard are the External Benchmarks. The first two (labeled MT Benchmark 2-Yr and MT Benchmark 4-Yr) are the average or combined data collected by ModernThink from all institutions that participated in the 2012 Chronicle Great Colleges program, divided by whether they are a 2-year or 4-year institution. The final column on the IQ ScoreCard is data pulled from the *CUPA-HR 2012 HR Benchmarking and Workforce Planning Survey*.

Each institution will also receive an Institution-specific *HR Metrics ScoreCard*. The HR Metrics ScoreCard is an abbreviated form of the IQ ScoreCard; it contains the data that was specifically requested in RFP 12082 for quick reference. All data contained within the HR Metrics ScoreCard is also contained within the larger Institution ScoreCard.

## Graphical Representation of IQ ScoreCard Data

The data presented in the ScoreCard is also represented in graphical format to illustrate the trends and benchmark comparisons. Where applicable, your individual institution's data is presented in orange. For the yes/no questions, your institution's data is listed at the bottom of the graph. The graphs are presented in the same order as the data is presented on the ScoreCard.

## Open Response Report

There were also a number of Open-Response and Text Input questions on the WV IQ. The responses to these questions are listed, exactly as they were input, in the Open Response Comments Report. The Open Response report is to be viewed in conjunction with the ScoreCard spreadsheet. We divided up the information provided to us on the IQ and presented all the numerical, yes/no and multiple choice answers on the ScoreCard, and then provided the accompanying open response data (e.g., "If yes, please describe") in the Open Response report. It is expected that there be some blanks on the Open Response report. These reports will be most meaningful if viewed together.

## Document Analysis

As referenced above, one component of the HR Review included a Document Review. This was an analysis of statements, handbooks, policies and forms supporting current HR practices. The Document Review and Analysis was performed by attorneys from the nationally recognized Employment & Labor Counseling practice of Potter Anderson & Coroon LLP ("PAC"). Each institution received a list of required documents for review and was asked to send copies of these documents to PAC.

The documents sent for review were ultimately grouped into 22 categories. The final page of each institution's analysis document contains a correlation chart, which lists the original 29 categories requested along with where they appear in the final report.

## Questions and Next Steps

Please contact Helene Wiswall ([hwiswall@modernthink.com](mailto:hwiswall@modernthink.com)) or Amy Anders ([aanders@modernthink.com](mailto:aanders@modernthink.com)) with comments or questions about the reports described above, or if we can be of any further assistance.